



Mark Dowling
Economic Development
Agency Administrator

Mission Statement
As civic entrepreneurs, the Economic Development Agency serves existing and future residents, business/community leaders and visitors. The Agency facilitates economic growth through the development and implementation of strategic policies to enhance human and capital infrastructure which leads to a dynamic globally engaged economy.



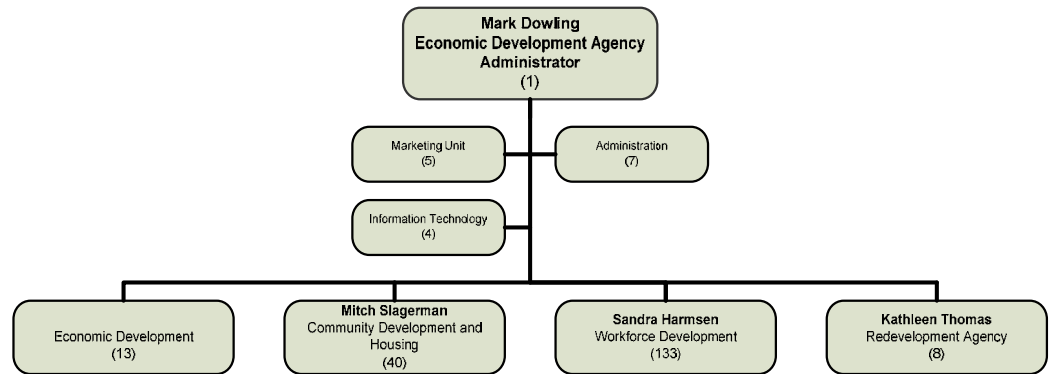
GOALS

IMPLEMENT A MARKETING STRATEGY THAT PROVIDES CLEAR AND EFFECTIVE LINES OF COMMUNICATION CONNECTING CLIENT DEPARTMENTS WITH STAKEHOLDERS

DEVELOP AND IMPLEMENT A THREE-YEAR AGENCYWIDE STRATEGIC IT PLAN

ECONOMIC DEVELOPMENT AGENCY

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Economic Development Agency (Agency) provides overall administrative support and policy implementation to four departments. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function and public relations and marketing support for its four departments.

Through the combination of four departments with common goals and objectives, the agency strives to provide leadership and support to all 24 cities, unincorporated communities and private economic development organizations within the County.

2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Economic Development	5,710,767	380,000	5,330,767		30
Total General Fund	5,710,767	380,000	5,330,767		30
Special Revenue Funds					
San Bernardino Valley Enterprise Zone	212,609	101,140		111,469	-
Community Development and Housing	74,429,154	55,524,652		18,904,502	40
Workforce Development	28,726,410	28,860,792		(134,382)	133
Total Special Revenue Funds	103,368,173	84,486,584		18,881,589	173
Other Agencies					
Economic and Community Development Corp	131	5		126	-
County Industrial Development Authority	39,158	1,000		38,158	-
Redevelopment					
Speedway Project Area	67,541,134	13,632,335		53,908,799	8
Cedar Glen Project Area	10,997,061	655,878		10,341,183	-
VVEDA Project Area	4,714,622	933,100		3,781,522	-
Mission Boulevard Joint Project Area	174,480	34,700		139,780	-
Total Other Agencies	83,466,586	15,257,018		68,209,568	8
Total - All Funds	192,545,526	100,123,602	5,330,767	87,091,157	211

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT A MARKETING STRATEGY THAT PROVIDES CLEAR AND EFFECTIVE LINES OF COMMUNICATION CONNECTING CLIENT DEPARTMENTS WITH STAKEHOLDERS.

Objective A: Position www.OpportunityCA.us as a primary source of economic and business information in the region, as related to the programs and objectives of the Agency and its departments.

Objective B: Draw recognition for the Agency's expertise on the regional economy and business environment.

Objective C: Expand cooperation with other county departments for marketing support, consulting and leveraging of marketing opportunities.

Objective D: Establish and utilize a communications infrastructure to enhance audience reach per dollar.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage increase on the total number of page views for redesigned www.OpportunityCA.us .	N/A	N/A	10%	10%	20%
1B. Percentage increase in number of times the Agency appears in positive or neutral news coverage. (Baseline of 92 in 2008-09)	N/A	N/A	10%	20%	10%
1C. Percentage increase in the number of projects directly involving non-EDA departments. (Baseline of 16 in 2008-09).	N/A	N/A	New	11%	15%

Status

The Agency's new website launch (www.OpportunityCA.us) was delayed into the 2009-10 budget year. Existing staff are making some progress with redesigning pages views. Although maintaining a key position vacant (Communications Coordinator) for over one-half of 2009-10, the Agency has begun moving the project further along as recruitment for the Communications Coordinator is underway. Once launched, the Agency will track progress of the website by monitoring total page views. A page view is a standard web metric that refers to a user request to load any single page of an internet site. Due to specific characteristics of the Agency's target audience, this measure is better than a better-known method of tracking the number of unique visitors, which is often used with advertising-supported websites.

The marketing unit has worked to position the Agency as a regular source of information on the regional economy, housing and other issues in the news. The Agency directors and staff regularly comment on news reports regarding the economy and increasingly provide presentations, advice and notes to organizations both inside the county organization and in the broader community. This part of the Agency marketing division strategy offers increased visibility at comparatively lower cost to advertising and other options.

Additionally, Objective C has been added to expand the marketing division's role with programs in each of the Agency's four departments as well as county departments outside of the Agency. By collaborating with outside county departments on shared goals, the Agency helps expand the county's marketing impact while leveraging resources and relationships to present a professional and articulate message from a larger share of the county organization. This expanded role has impacted staff's workload, requiring the Agency to focus on critical projects while relegating other projects based on priority and timeline.

2008-09 ACCOMPLISHMENTS

- ❖ Led collaborative effort to produce the I-10 Corridor Conference
- ❖ Completed launch of Chino Airport rebranding
- ❖ Organized the County's representation at various trade shows/conferences targeting industry, retail, aviation and other potential employers
- ❖ IT network infrastructure upgrades have been completed for all locations



Objective D refers to the Agency's strategic shift from marketing to communications. At its simplest, this means spending less on paid advertising, general marketing sponsorships and other means of buying exposure and focusing on free media, leveraging relationships with organizations who offer audience reach and otherwise maintaining a connection to the Agency's target audience while spending less to get it. In 2009-10, the Agency has cut back on paid outreach significantly while maintaining its reach. This has been accomplished through more media outreach and should be enhanced with the new website. The communications infrastructure refers to items such as the website, regular communication with regional media, establishing Agency-created news (such as the Economic Update) and other tools that allow the Agency to communicate regularly with key audiences.

GOAL 2: IMPLEMENT AN AGENCYWIDE INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES.

Objective A: Deploy recommendations from the 2006-07 IT Assessment.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage implementation of the IT Assessment objectives that have been funded.	25%	75%	100%	93%	N/A

Status

The Agency has implemented all of the objectives for the migration to ISD Service Solution upgrades identified in the 2006-07 IT Assessment. This includes migration to Help Desk, Active Directory, Server Sunsetting, Computer Assessment, Printer Assessment, Anti-Virus Solution, DHCP Solution, Security Patch Solution, Inventory Control, Internet Proxy Solution, Inventory True-up, Equipment Salvage and Password Security. In addition, the Network IT Infrastructure upgrades have been completed for all locations, including the relocation of the Department of Workforce Development and State Employment Development San Bernardino offices to a more suitable location. The only items left unfinished from the 2006-07 IT Assessment are staffing issues (i.e. position vacancies, appropriate classifications), which will remain unsolved pending the current economic situation.

GOAL 3: DEVELOP AND IMPLEMENT A THREE-YEAR AGENCYWIDE STRATEGIC INFORMATION TECHNOLOGY PLAN TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES.

Objective A: To align IT with the Agency's business goals and objectives by developing a three (3) year Information Technology Strategic Plan.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3A. Percentage of the Agencywide Strategic Information Technology Plan that is developed and finalized.	N/A	N/A	N/A	N/A	100%

Status

Now that critical IT infrastructure is in place, developing and finalizing an Agencywide Strategic Information Technology Plan should optimize the value that IT contributes to the overall organization by aligning the IT strategy to the Agency's business strategy. During the development process, management plans to accomplish the following: (1) a shared understanding of how IT applications, technologies and services will contribute to business objectives – today and in the future; (2) a shared focus on where to expend scarce resources, time and money, including the tradeoffs the organization is prepared to make; and (3) a credible working relationship between the IT organization and the rest of the Agency, evidenced by reliable daily operations, responsive problem management and predictable, innovative solution delivery.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

The Agency is not requesting any additional General Fund Financing for 2010-11.

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

The Agency is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Mark Dowling, Agency Administrator, at (909) 387-9801.

